

2009 /
2010



and Partners

Local Safeguarding Adults Board (L.S.A.B.)

Joint Project Plan for the Delivery of Actions from
the 2008 Annual Report

(also included are the outstanding actions from the
Total Transformation Programme and the CSCI
2008 Inspection



Adult abuse – break the silence

REPORT IT

Abuse can be physical, sexual, financial, psychological, discriminatory or neglect



Seamus Doherty, Safeguarding Adults Co-ordinator, April 2009



Harrow Local Safeguarding Adults Board (L.S.A.B.)

Joint Project Plan for the Delivery of Actions from the 2008 Annual Report

(also included are the outstanding actions from the Total Transformation Programme and the CSCI 2008 Inspection)

	Aim / Focus	Action	Expected Outcome	Lead Person	Others to be Involved	Time Scale
1	Further develop the LSAB's Governance arrangements and ownership both internally and across partner agencies.	<ul style="list-style-type: none"> • To review and clearly define the LSAB's governance routes (across all agencies) with the view to developing effective links and mechanisms to these routes. • Clear reporting lines within agencies and an overall link to the Harrow Strategic Partnership Board • Sign-up, Commitment and Multi-Agency approach to Safeguarding Adults work is promoted within the above frameworks • Develop a Mission Statement to ensure clarity around the Roles, Responsibilities and Purpose of the LSAB 	<p>Clear governance routes across all agencies in Harrow</p> <p>Signup, commitment and ownership of agreed responses at all levels within the Council and partners organisations</p> <p>All agencies are clear on their roles and responsibilities towards Safeguarding Adults and their role and function within the LSAB</p> <p>Ownership and Commitment to achieving excellence in service provision</p>	Paul Najsarek for HSP, LAA and CAA arrangements	<p>Sue Spurlock and Seamus Doherty</p> <p>LSAB Reps to investigate Governance routes for their own Org.</p>	Update report for June 09 and Dec 09

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2	To improve the care of Vulnerable Adults receiving Community Care Services and to minimise the risk of abuse	<ul style="list-style-type: none"> • SLA's / Contracts to include Safeguarding Adults issues • To work with Contracts and Brokerage to further develop and embed Safeguarding within contracts and contract monitoring arrangements • CRB's offered as part of Direct Payments and Self Directed Support • On-going work with CSCI to ensure providers have local and overarching Safeguarding Policies and Procedures • Further develop the Complaints and Safeguarding Adults Interface 	<p>That all services either directly provided or commissioned by Harrow on behalf of vulnerable people have clearly defined protocols and local procedures in place that acknowledge and reference Harrow's overarching policy and procedures</p> <p>That these local procedures set out the organisations commitment to work in line with Harrow's expectations and affirm their commitment to delivering safe and quality services to Harrow service users</p> <p>That service users accessing Direct Payments and Self Directed Support are advised and supported to access safe recruitment practices when employing staff to deliver their care package</p> <p>That the LSAB continues to work with regulators and local providers to contribute to the delivery of safe services</p> <p>To ensure clear demarcation between the complaints and safeguarding processes and to ensure that each is treated and actioned according to agreed legislation and guidance</p> <p>To use the learning from complaints to inform the LSAB's Quality Assurance processes and to work with partners to ensure that this learning is shared within the Council and with Partners.</p>	<p>Seamus Doherty and the Contracts and Brokerage Team</p> <p>SDS Team and Organisation dealing with DP's</p> <p>Seamus Doherty and CSCI</p> <p>Seamus Doherty and Stuart Dalton</p>	<p>LSAB Reps as negotiated</p> <p>Self Directed Support Lead – David Fabbro</p> <p>LSAB Reps as negotiated</p>	<p>Update report for June 09 and Dec 09</p> <p>Update report for June 09 and Dec 09</p> <p>Update report for June 09 and Dec 09</p>

	Aim / Focus	Action	Expected Outcome	Lead Person	Others to be Involved	Time Scale
3	Training and Learning Work Stream - To empower and enable staff, carers and service users with an improved ability to identify, report, and respond to allegations or suspicions that abuse is or has taken place	<ul style="list-style-type: none"> • Further develop Harrow's Learning and Training Programme and associated work stream • To Raise Awareness and further develop the skills and experience of staff across all agencies to improve responses to Vulnerable Adults and to build on existing capacity • 2008 / 2009 Training Programme will be evaluated and a plan put in place for further cross-agency training and learning in 09/10 • To continue a programme of Multi-Agency Training and to explore mechanisms for incorporating user and carer feedback into this training programme 	<p>To further improve the responses to Harrow's vulnerable adults when abuse is alleged or suspected</p> <p>To incorporate feedback and lessons learned from experience, good practice and updates in legislation and guidance</p> <p>To learn from the feedback received from both the providers and participants of Safeguarding Adults Training and to use this information to further develop the training and learning opportunities both internally and externally to the Council</p> <p>To empower and support staff with the skills, knowledge and experience required to deliver safe services to vulnerable adults commensurate with their role in the process</p> <p>To increase capacity across partner organisations and agencies by continuing as appropriate with joint investigations and targeting those staff that will be involved in and carrying out those investigations to ensure that they have received the required level of training and support in order to fulfil these responsibilities</p> <p>To empower and enable staff, carers and service users with an improved ability to identify, report, and respond to allegations or suspicions that abuse is or has taken place</p>	Combination of the Training and Learning, Improving Practice and Publicity and Communication Work Streams	LSAB Reps as negotiated	Update report for June 09 and Dec 09

Specific Actions

Review 2008 /09 Training Programme and to develop the 2009 /10 Training Programme

Risk Identification, Assessment and Management - Information and Training

Mental Capacity Act - Capacity and Training

Deprivation of Liberty Safeguards (DOLS) and Training

Further increase and support Training for Voluntary Sector Providers - (10% increase in training)

Further increase and support Training for Independent Sector Providers - (10% increase in training)

Further increase and support Training for Hospital / Acute Staff - (10% increase in training)

Further increase and support Training for PCT Staff - (10% increase in training)

	Aim / Focus	Action	Expected Outcome	Lead Person	Others to be Involved	Time Scale
4	Publicity and Communications Work Stream - To Raise Awareness amongst staff, carers, service users and the wider general public to identify, report and respond to allegations or suspicions of adult abuse	<ul style="list-style-type: none"> • To further develop the mechanisms and processes used to get the Safeguarding Adults message and agenda promoted as widely as possible in Harrow. • To facilitate better recognition of the issues relating to safeguarding adults • To further improve the pathways to access Safeguarding Adults services through posters, fliers and credit card information used across the borough • Further develop opportunities with Local Press and Communication to wider Community • To continue with presentations at Partnership Boards and User and Carer Groups and Forums • Further develop mechanisms with partner organisations and agencies to arrange for the dissemination of our awareness raising materials • To investigate further opportunities with partner agencies, across all sectors, to identify more ways in which this information can be publicised to service users, carers, providers and the general public 	<p>To Raise Awareness amongst staff, carers, service users and the wider general public to identify, report and respond to allegations or suspicions of adult abuse</p> <p>To empower and enable staff, carers, service users and the wider general public with an improved ability to identify, report, and respond to allegations or suspicions that abuse is or has taken place</p>	Publicity and Communication Work Stream (with possible input from other Work Streams)	LSAB Reps as negotiated	Update report for June 09 and Dec 09

Specific Actions

WEAAD 2009

Information / Outreach programme

Website development

Community language posters, fliers, information etc.

Develop the HLDT Abuse Leaflet for other Service User Groups

Target the under reporting from Hospital / Acute sectors

Target the under reporting from CNWL and HMHS Inpatient Wards

Target the under reporting from BME Communities

	Aim / Focus	Action	Expected Outcome	Lead Person	Others to be Involved	Time Scale
5	<p>Improving Practice Work Stream - This work stream aims to use the learning from experience and practice to raise standards through the sharing of information and good practice.</p>	<ul style="list-style-type: none"> • To continue to share information, look at innovative ideas and approaches and to look at the positive and less positive experiences of those involved in the various elements of both the Safeguarding Adults work and processes • To explore mechanisms for user and carer involvement, to gain their feedback and experiences of Safeguarding Adults Services and to use these experiences to learn, develop and inform current and future policy and practice • To request a further Multi-Agency contribution from partner statutory agencies to support the work and infrastructure of Safeguarding Adults in Harrow • To further develop Harrow's Safeguarding Adults Team • To offer workers from all agencies, an opportunity to share and discuss individual or complex issues / cases and to benefit from a multi-agency discussion around those issues 	<p>To empower and support staff with the skills, knowledge and experience required to deliver safe services to vulnerable adults commensurate with their role in the process</p> <p>To use the learning, feedback and discussion from this group to shape and inform future direction and practice and to use this to contribute towards continuous local improvement</p> <p>To further improve the responses to Harrow's vulnerable adults when abuse is alleged or suspected</p> <p>To incorporate the feedback and lessons learned from experience, good practice and updates in guidance and legislation</p> <p>To learn from the feedback received from partners and workers involved in the Safeguarding Adults process and to use this information to further develop the training, learning and development opportunities both internally and externally to the Council</p> <p>To build on existing processes / practices and further improve Harrow's responses when abuse is alleged or suspected</p> <p>To equip, empower and support workers from all agencies with an opportunity to share and discuss individual or complex issues / cases and to benefit from a multi-agency discussion around those issues</p>	<p>Improving Practice Work Stream (with possible input from other Work Streams)</p>	<p>LSAB Reps as negotiated</p>	<p>Update report for June 09 and Dec 09</p>

Specific Actions

Analysis of referrals about Self funders
Analysis of referrals about Paid carers
Safeguarding and Personalisation interfaces
Representation on MAPP
Representation on MARAC
Representation on DV Steering Group
Representation on DV Health and Social Care Group
Representation on Race Hate Crime
Representation on SDS steering group
Representation on LAPN
Representation on Child and Vulnerable Adult Trafficking Group
Representation on CNWL 6 Borough Vulnerable Groups Meeting
Representation on NW London Safeguarding Adults Network
Representation on Complaints and Contracts Interface – Quality Assurance and Monitoring Forum
Annual Report 2009 and associated Action Plan
Serious Case Review and associated Action Plan
Cornwall Report and associated Action Plan
User briefings with all client groups
Carer briefings
Member briefings
SDS Team briefings
Care Management Team briefings
Customer Support Officers / Team Support Officers briefings
Feedback from Partner Organisations, Agencies and Stakeholders
Safeguarding Adults Champion and role profile
BME Champion and role profile
Develop interfaces with LINKs
Support and contribute to the development of Pan-London Policies and Procedures
Share the Council's approach and identified good practice in relation to risk with the PCT and other partners
Liaise and work with HLDT to address Safeguarding issues as they relate to Transitions - children to adult services
Further develop Statistical Data in light of the new National Data Set
Request a further multi-agency contribution from partners for 2009 /10
Review and further develop Harrow's Safeguarding Adults Team
Further develop the Good Practice element of the website

	Aim / Focus	Action	Expected Outcome	Lead Person	Others to be Involved	Time Scale
6	<p>Quality Assurance Work Stream – Aims to ensure the consistent implementation of Harrow’s Multi-Agency Safeguarding Adults Policy and Procedure when abuse is alleged or suspected.</p> <p>The Quality Assurance Work Stream also aims to support the continuous professional development of all those with a role to play in the Safeguarding Adults process with particular focus on developing Care Management and Multi-Agency skills and approaches.</p>	<ul style="list-style-type: none"> • Minimum Annual External Quality Audit of Safeguarding case records and practice to include front-line staff and managers in their feedback from the audit. • Minimum quarterly internal sample of case records by QA Group in line with terms of reference • Publish “lessons learnt” and best practice examples on the Safeguarding Adults intranet site • Feedback findings, good practice and lessons learned to teams and individuals • Update training content on basis of results of audit / best practice • Amend policy and practitioner guidance where necessary • Quarterly monitoring reports to LSAB • LSAB to agree multi agency approach and to ensure all agencies respond to findings of audit. • To review findings of audit and best practice research and update training package 6 monthly. • To develop mechanisms of involving partner agencies within 	<p>Maintaining Personal Dignity and Respect</p> <p>Freedom from Harassment and Discrimination</p> <p>Improved ownership of Safeguarding Issues through Audit Process</p> <p>Improved access for professionals and others to the learning from Safeguarding Adults cases</p> <p>Lessons learned incorporated into Training and Practice</p>	Quality Assurance Work Stream	Combination of Quality Assurance, Improving Practice and Training and Learning Work Streams	Update report for June 09 and Dec 09

		these audits				
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Specific Actions

- Internal and External Audit Processes
- Links Harrow's Quality Assurance Framework
- MORI Poll - Feeling and Staying Safe
- Benchmark, Review and Improve Timescales in line with procedures
- Safeguarding and Contracts & Brokerage interfaces - Monitoring, Reviewing and Action Planning
- Safeguarding and Complaints interfaces - Monitoring, Reviewing and Action Planning
- Further develop Governance arrangements
- Further develop links to other strategic plans and boards
- Maintain and develop the LSAB's membership and attendance
- Benchmark the LSAB against the ADSS 2005 Safeguarding Adults Document

	Aim / Focus	Action	Expected Outcome	Lead Person	Others to be Involved	Time Scale
7	<p>User and Carer Work Stream – Aims to explore and implement the opportunities in relation to User and Carer Involvement across multi-agency partners.</p> <p>It will seek to maximise the opportunities to proactively involve Users and Carers and / or their representative groups, to learn from their experiences, with a view to improving service delivery and standards of practice.</p>	<ul style="list-style-type: none"> To further develop this Work Stream to include the views, experiences, responses and recommendations of Users and Carers and / or their representative groups Encourage Users and Carers and / or their representative groups to work together and share their experiences and further communicate these to raise standards and improve practice Develop mechanisms to equip, empower and support the views of Users and Carers and / or their representative groups to meaningfully contribute towards the Safeguarding Adults agenda in Harrow Use the learning from the feedback received from Users and Carers and / or their representative groups to further develop good practice both internally and externally to the Council 	<p>Maintaining Personal Dignity and Respect</p> <p>Freedom from Harassment and Discrimination</p> <p>Improved ownership of Safeguarding Issues through stakeholder involvement</p> <p>Improved access for Users and Carers to the Safeguarding processes</p> <p>Incorporate feedback and lessons learned into Training and Practice</p> <p>To empower and support Service Users and Carers and / or their representative groups to become more engaged in the development of appropriate responses that meet identified needs.</p>	User and Carer Work Stream	Combination of Quality Assurance, Improving Practice and Training and Learning Work Streams	Update report for June 09 and Dec 09

		<ul style="list-style-type: none"> • Support multi-agency partners to identify their organisations methods of involving Users and Carers and / or their representative groups to contribute towards a co-ordinated approach • Make recommendations on appropriate policy and good practice guidance based on feedback and lessons learned 				
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Specific Actions

- Explore the opportunities and mechanisms to facilitate the views and experiences of users and carers
- Develop links with Harrow's new Service User Engagement Officer
- Undertake User briefings with all client groups
- Undertake Carer briefings with all client groups
- MORI Poll - Feeling and Staying Safe
- Include this feedback and learning in the development of local good practice
- Share this feedback and learning both internally and externally to the Council to promote wider local good practice

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8	Multi-Agency Working and Information Sharing.	<ul style="list-style-type: none"> To maintain and further develop links and representation at both strategic and operational levels on the following groups in order to represent the work of Safeguarding Adults in Harrow, these include:- MAPPP – Multi Agency Public Protection Panel MARAC – Multi Agency Risk Assessment Conference (Domestic Violence Risk Assessment and Review Panel) Harrow's Domestic Violence Forum and its Health and Social Care Sub Group Harrow's Race Hate Crime Forum LAPN – London Adult Protection Network North West London Safeguarding Adults Network Child and Vulnerable Adult Trafficking Group CNWL Safeguarding Vulnerable Groups Group NWLHT Safeguarding Adults Group Complaints and Contracts Interface – Quality Assurance and Monitoring Forum 	<p>To maintain and further develop links, representation and networking opportunities at both a strategic and operational level on Statutory (and other) groups to promote and represent the work of Safeguarding Adults in Harrow</p> <p>To further develop and improve practice and responses in line with an ambition of quality services and striving for excellence</p> <p>Enhance information sharing and partnership working to both share and learn from the experiences of stakeholders and partners</p> <p>To use the above learning to further develop strategic and operational responses when abuse is alleged or suspected.</p>	Seamus Doherty	LSAB Reps as negotiated	Update report for June 09 and Dec 09
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9	Statistics and Analysis - Ensuring Planning and Development based on Local Knowledge	<ul style="list-style-type: none"> To further develop Harrow's IT Systems in light of the new National Data Set to give more robust statistics around data collection, analysis and monitoring. To use this information to analyse trends, patterns and prevalence and to build a local picture, which will ultimately be used to shape and inform direction and practice 	<p>To enable Harrow to build a picture of local prevalence and to shape its prevention and protection strategies accordingly</p> <p>To improve the ability to Safeguard and Plan for the future of Service Provision</p> <p>To shape future services and strategies based on the monitoring and analysis of local statistical information</p>	Seamus Doherty and David Harrington		Update report for June and Dec 08
	Aim / Focus	Action	Expected Outcome	Lead Person	Others to be Involved	Time Scale
10	Further develop the work and interfaces with the SDS Team in relation to the Personalisation agenda	<ul style="list-style-type: none"> Balance the tensions between the council's duty of care and the freer arrangements that self-directed support brings. Work with the SDS Team to ensure risk and risk management are fully considered within the SDS processes. To ensure that where abuse is alleged or suspected within the SDS framework that Harrow's Multi-Agency Policies and Procedures are implemented as appropriate 	<p>Outcome from Total Transformation Programme - Ref: Area 3 on Self Directed Care</p> <p>To ensure that work on developing Self Directed Care takes account of the requirements for Safeguarding in the planning, consultation and process development stages.</p> <p>To ensure that market development, contract compliance and quality assurance measures are in place to support the Safeguarding agenda.</p> <p>Maintaining Personal Dignity and Respect.</p> <p>Freedom from Harassment and Discrimination.</p>	David Fabbro, Self Directed Care Lead / Seamus Doherty	Sue Spurlock / David Fabbro - Self Directed Support Lead / Seamus Doherty Possible Areas of work to be identified within Work Streams	Update report for June and Dec 08

	Aim / Focus	Action	Expected Outcome	Lead Person	Others to be Involved	Time Scale
11	Further address the under-reporting from Harrow's BME Communities	<ul style="list-style-type: none"> • Develop an Information / Outreach Programme targeted towards Harrow's BME Community and Representative Groups • Further develop the BME Champions Role and Profile • Further develop Statistical Data to measure performance in this area against Harrow's BME demography • Further develop Training and Awareness Raising opportunities for BME Communities and their Representative Groups 	<p>Maintaining Personal Dignity and Respect</p> <p>Freedom from Harassment and Discrimination</p> <p>To improve performance in areas of under-reporting by targeting Harrow's BME Community and Representative Groups</p> <p>To improve performance and practice through research, training and learning.</p>	<p>Seamus Doherty</p> <p>BME Safeguarding Champion</p>	<p>Combination of Quality Assurance, Improving Practice and Training and Learning Work Streams together with Safeguarding Champions</p>	<p>Update report for June and Dec 08</p>

Adult abuse – break the silence

REPORT IT

Abuse can be physical, sexual, financial, psychological, discriminatory or neglect

Harrow Council and its partners



**Are you, or someone you know
being abused, hurt, or exploited?**

Call Harrow's Safeguarding Adults co-ordinator on:

020 8420 9453

during office hours or:

020 8424 0999

at all other times



in conjunction with:

